



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D.C. 20350-2000

8 Jan 15

From: Deputy Chief of Naval Operations (Manpower, Personnel,
Training and Education) (N1)
To: President, FY-16 Active-Duty and Reserve Navy Limited
Duty Officer and Chief Warrant Officer In-Service
Procurement Selection Board
Subj: PRECEPT CONVENING A SELECTION BOARD TO CONSIDER
APPLICANTS FOR PARTICIPATION IN THE FY-16 ACTIVE-
DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND CHIEF
WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
Encl: (1) Board's Membership
(2) Selection Board Guidance

1. Membership, Date, Location, and Function

a. The selection board, consisting of you as president and the officers listed in enclosure (1), is ordered to convene at the Navy Personnel Command, Millington, TN, at 0800 on 12 January 2015, or as soon as practicable thereafter.

b. The function of the board is to recommend Regular Navy and Reserve applicants for participation in the FY-16 Active-Duty and Reserve Navy Limited Duty Officer and Chief Warrant Officer In-Service Procurement Programs. The board shall consider carefully, without prejudice or partiality, the record of every eligible applicant. The records and names of all eligible applicants, determined as of the date the board convenes, will be furnished to the board.

c. I have personally appointed the members of this board. During the board process the officers assigned as board members work directly for me, under oath. Board members are entrusted with selecting the future leadership of the Navy. The performance of these duties will have a greater effect on the future of the Navy than any other duty they perform. During the board process, all other duties of an assigned member are secondary to the board process, and the utmost care will be given to ensure the process is not compromised or rushed to accommodate outside concerns. Each record reviewed represents years of service by the individual applicant. It is absolutely essential that your evaluation afford each eligible applicant fair and equitable consideration.

Subj: PRECEPT CONVENING A SELECTION BOARD TO CONSIDER
APPLICANTS FOR PARTICIPATION IN THE FY-16 ACTIVE-
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WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS

d. The board shall proceed per the guidance provided in enclosure (2), and any other guidance contained in this letter.

2. Selection Board Authorized Selections. The total number of applicants who may be recommended in each competitive category will be provided via separate correspondence.

3. Unless expressly authorized or required by me or higher authority, neither you nor any member of the board or administrative support personnel may disclose the proceedings, deliberations, or recommendations of the selection board. All board members and administrative support personnel must comply fully with these requirements and, I expect you to emphasize the need for strict confidentiality.


W. F. MORAN

BOARD MEMBERSHIP
FY-16 ACTIVE-DUTY AND RESERVE
NAVY LIMITED DUTY OFFICER AND CHIEF WARRANT
OFFICER IN-SERVICE PROCUREMENT PROGRAMS SELECTION BOARD

1. Limited Duty Officer and Chief Warrant Officer:

CAPT John R. Jones, USN, 6410 (President)
CDR Michael N. Jefferson, SC, USN, 3100
CDR John B. Markley, USN, 1830
CDR David B. Shaner, USN, 6130
CDR Robert K. Baer, USNR, 6495
CDR Daniel A. Olvera, USN, 6330
CDR Roscoe C. Porter, Jr., USN, 6510
CDR Michael W. Altiser, USN, 6410
CDR Barry W. Barrows, USN, 6130
CDR William R. Bell, USN, 6320
CDR Harry E. Hayes, USN, 1130
CDR Erlina A. Haun, USN, 1800
CDR Dominic R. Lovello, USN, 1810
CDR Thomas A. Decker, USN, 6390
CDR Justin A. Long, USN, 1110
CDR Bruce G. Bronk, USN, 6330
CDR Dwaine C. Whitham, USN, 6430
CDR Keith A. Tukes, USN, 6490
CDR Scott E. Shea, USN, 6400
CDR Anthony M. Pecoraro, USN, 6230
CDR Marcus E. Williamson, CEC, USN, 5100
CDR Raymond A. Parham, USN, 6360
CDR Johnny L. Turner, USN, 6420
CDR James G. Scalzo, USN, 6260
LCDR Ricardo G. Enriquez, USN, 6110
LCDR Derrick W. Eastman, USN, 1320
LCDR Angela K. Kosko, USN, 6410
LCDR Stephen J. Opalenik, Jr., USN, 6530
LCDR Bradley J. Davis, USNR, 6235
LCDR Robert E. Beaton, USN, 6330
LCDR Mark J. Kaul, USN, 6120
LCDR Paul Sayka, USNR, 6455
LCDR Larry E. Tarver, USN, 6310
LCDR Keith D. Plavnick, USN, 6460
LCDR Michael D. Greenberg, USN, 6290
LCDR Steven R. Chmielewski, USN, 6510
LCDR Krista R. Mann, USN, 1110
LCDR Ronald T. Lofton, USN, 6280
LCDR Peter H. Furman, USN, 6160
LCDR Frederick Bayerlein, USN, 6400
LCDR Jose Rivera III, USNR, 6415
LCDR Thomas M. Foegelle, Jr., USN, 6130
LCDR Marc C. Schuh, USN, 6180

Enclosure (1)

BOARD MEMBERSHIP
FY-16 ACTIVE-DUTY AND RESERVE
NAVY LIMITED DUTY OFFICER AND CHIEF WARRANT
OFFICER IN-SERVICE PROCUREMENT PROGRAMS SELECTION BOARD

LCDR George Harris, USN, 6420
LCDR Robert W. Mendenhall, USN, 6480
LCDR Corey D. Barksdale, USN, 1120
CWO5 Linda F. Reddick, USN, 7331
CWO5 Elizabeth Rivera, USN, 7181
CWO5 Michael R. Lavoie, USN, 7361
CWO5 Robert P. Trammell, USN, 7161
CWO5 Mitchell M. Felipe, USN, 7121
CWO5 Alicia A. Lawrence, USN, 7521
CWO5 Michael D. Miller, USN, 7261
CWO5 Brian D. Bekeny, USN, 7201
CWO5 Reginald D. Pryor, USN, 7421
CWO5 Craig A. Eversole, USN, 7131
CWO5 Roger S. Hooper, USNR, 7428
CWO5 Daniel E. Connors, USN, 7115
CWO5 Robert D. Carter, USN, 7311
CWO4 Richmond H. Joslin, Jr., USN, 7151
CWO4 Charles J. Taylor, Jr., USN, 7451
CWO4 Thomas E. Barr, USN, 7411
CWO4 Rodney E. Norwood, USN, 7411
CWO4 Charles R. Mogle, Jr., USN, 7491
CWO4 Hector Sandoval, USN, 7331
CWO4 Jamie T. Reyes, USN, 7441
CWO4 Johnny A. Bogle, USNR, 7338

2. LT Corey B. Cheek, USN, will act as a recorder with the following personnel acting as assistant recorders:

LT Roderigus C. Anderson	LT Denise T. Davis
LT Kelly Cruz	LT Christopher M. Johnson
LT Michael P. Bautista	LT Matthew W. Crandall
LT Julio L. Mattos, Jr.	LT Mark D. Nagorniuk
LT Paul A. Edwards	LT Christopher W. Loboda
LT Stephen S. Cortez	LT James B. Miller
LT Alonzo Ingram, Jr.	CWO3 William R. Cloaninger
CWO3 Matthew J. Stinkeoway	CWO3 Todd J. Treat
CWO3 Windsor Z. Solar	CWO3 Derek L. Jefferson
CWO3 Bruce R. Hendrix	CWO3 Steven F. Head
CWO3 Roseanne Oliveros	CWO3 Rahzine S. Brown

The recorder or an assistant recorder will be present during all deliberations.

BOARD MEMBERSHIP
FY-16 ACTIVE-DUTY AND RESERVE
NAVY LIMITED DUTY OFFICER AND CHIEF WARRANT
OFFICER IN-SERVICE PROCUREMENT PROGRAMS SELECTION BOARD

3. The following administrative support personnel are designated to serve as board sponsors:

CWO3 Mitchell D. Allen

LT Shane T. Wright

4. The following personnel are designated to serve as administrative support personnel to the board:

RDML David F. Steindl
CAPT Bradley J. Cordts
CAPT Paul L. Dinius
CAPT Mark C. Holley
CAPT Donald G. May
CAPT Henry P. Roux, Jr.
CDR Steven J. Skretkowicz
CDR Jeffrey R. Vignery
CDR Jason L. Webb
LCDR Price W. Balderson
LCDR Kristopher M. Brazil
LCDR Willie D. Brisbane
LCDR Christopher J. Garner
LCDR Hope D. Hair
LCDR Omar A. Hair
LCDR Matthew M. Langreck
LCDR Leon M. Leflore
LCDR Andrew M. McGinly
LCDR Stephen P. Milloway
LCDR Corbin M. Reynolds
LT Matthew S. King
LT Maura K. Leary
LT Robert A. McRight
LT Van E. Stewart
LT Shane T. Wright
LT Robert C. Yawn, Jr.
CWO3 Mitchell D. Allen
PSCM(SW/AW) C. E. Christiansen
PSCM(AW) Robert A. Ferrari
PSC(AW) Catherine P. Kuntz
PSC(SW/AW) Patrick R. Harris
YNC(SS) Ja'Ron W. S. Wall
AM1(AW) Mark J. Beckmann
LS1(AW/SW) Kedrick D. Cockrell
YN2 Jonathan B. Timm
YN2(SW/AW) Alexis P. Williams
LN2 Steven J. Cooney
LN3 Lauren M. Hauck

Mr. Rodger Abernathy
Mr. James M. Barlett
Ms. Alison Barnes
Mr. Julion A. Bend
Ms. Wendy Beyer
Mr. Robert C. Black
Mr. Brian D. Bourne
Mr. Doug Burgess
Ms. Patricia O. Boothe
Ms. B. J. Callis
Mr. James C. Clemmons
Mr. Joel Cook
Mr. Shayne Cooper
Mr. Clarence Carver
Mr. John R. Crotts
Mr. Richard T. DeRousse
Mr. Jeremy L. Fisher
Mr. John Fleenor
Mr. Mike Foldes
Mr. John Frantz
Ms. Elizabeth J. Garrett
Mr. Dennis Garza
Mr. William H. Green
Mr. Keith Grover
Mr. Richard M. Hammer
Mr. Jim Hammerich
Mr. Dave Hard
Ms. Marlene V. Harrison
Mr. Max H. Hodge
Mr. Michael Jennings
Mr. Juan J. Jimenez
Mr. Douglas E. Johnson
Mr. Steven P. Jones
Ms. Shu J. King
Ms. Kim E. Kirk
Mr. Alex Kraus
Ms. Karen M. Kumnick
Mr. Randy L. Kurschner

BOARD MEMBERSHIP
FY-16 ACTIVE-DUTY AND RESERVE
NAVY LIMITED DUTY OFFICER AND CHIEF WARRANT
OFFICER IN-SERVICE PROCUREMENT PROGRAMS SELECTION BOARD

Ms. Nancy G. Langford	Ms. Angela White
Mr. David B. Lanham	Mr. Bob T. Wilkinson
Mr. James D. Law	Mr. Ed Willard
Ms. Diane L. H. Lofink	Ms. Sharlene Williams
Mr. Victor A. Loy	Mr. Charles E. Wilson
Mr. Joseph F. Maceira	Ms. Deborah A. Wilson
Mr. Donald P. Marshall	Mr. Wiley P. Winter
Mr. Paul D. Martin	Ms. Mindee M. Wolven
Mr. Paul L. Martin	Ms. Rebecca Yong
Mr. Richard P. Mason	Mr. Alan D. Young
Ms. Lynda C. McKinney	Mr. Christopher J. Zaller
Mr. Christopher J. Meunier	
Mr. William H. Mummert	
Mr. Jason C. Myers	
Mr. Corey A. Nichols	
Mr. Tommy D. Owens	
Ms. Doris A. Pembroke	
Mr. Scott S. Perry	
Mr. Durand C. Peterson	
Mr. James A. Price	
Mr. Stephen R. Ranne	
Ms. Amy C. Ray	
Mr. Stanley Robinson	
Mr. Jay A. Rublaitus	
Ms. Lynn Saarinen	
Mr. Tony V. Sanders	
Ms. Edna M. Shannon	
Mr. Antoine Sharp	
Mr. Gary E. Smart, Jr.	
Mr. Thor Smith	
Ms. Ruby D. Snowden	
Mr. Larry Sokoloski	
Mr. Lee K. Staley	
Ms. Lynnette Stinnett	
Mr. Tim Suich	
Ms. Jennifer M. Summers	
Mr. Jim C. Tanner	
Mr. Robert J. Thompson	
Ms. Martha Uselton	
Mr. John D. Vance	
Mr. Carl R. Waelde	
Mr. Jeffery D. Walker	
Mr. Brian L. Wenger	
Ms. Jessica Whitfield	
Mr. James Whiting	

FY-16 ACTIVE-DUTY AND RESERVE NAVY
SELECTION BOARD GUIDANCE

Appendix

Subject

- | | |
|---|---|
| A | General Guidance <ul style="list-style-type: none">- Duties of the Board President- Board Proceedings- Marital Status- Leadership of Diverse Organizations- Area Tours- Adverse Information |
| B | Best and Fully Qualified Selection Standard <ul style="list-style-type: none">- Fully Qualified- Best Qualified |
| C | Equal Opportunity and Diversity Guidance <ul style="list-style-type: none">- Addresses Equitable Consideration for all Applicants |
| D | Board Reports <ul style="list-style-type: none">- Addresses Content and Routing of the Post Board Report |
| E | Oaths <ul style="list-style-type: none">- Provides Oaths for Board Members and Support Personnel |

APPENDIX - A

GENERAL GUIDANCE

1. Duties of the Board President. The president of the board has been appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending for selection those fully qualified applicants whom the majority finds best qualified to meet the needs of the Navy.

2. Board Proceedings. The following directions apply to all board proceedings:

a. Each of you (president, members, recorder, assistant recorders, and administrative support personnel) must maintain the integrity and independence of this selection board, and foster careful consideration, without prejudice or partiality, of all eligible applicants. DoD Instruction 1320.14 provides specific rules governing the conduct of selection boards and the actions of selection board personnel.

b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be furnished to you, and the procedures you should follow if you believe that the integrity of this selection board has been improperly affected.

c. You may not receive, initiate, or participate in communications or discussions involving information that DoD Instruction 1320.14 precludes from consideration by a selection board. Base your recommendations on the material in each applicant's military record, any information I have provided to the board in accordance with DoD Instruction 1320.14, and any information communicated to you by individual eligible applicants under regulations I have issued. In your deliberations, you may discuss your own personal knowledge and evaluation of the professional qualifications of eligible applicants to the extent that such matters are not precluded by law, DoD Instruction 1320.14, or Service regulations from consideration by a selection board or inclusion in an applicant's military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning an applicant being considered unless that opinion is contained in material provided to the board under the provisions of DoD Instruction 1320.14.

d. When discussing your own personal knowledge concerning the professional qualifications of eligible applicants, the board is reminded that if such personal remarks could be considered adverse, the member cannot discuss that personal knowledge or evaluation unless such matters are contained in the applicant's official record or other material placed before the board in compliance with the law and Service regulation. In addition, should an applicant's record reveal the removal of an evaluation or fitness report, the member may not discuss any personal knowledge regarding the circumstance which resulted in the removal of the report.

e. I am the only person who may appear in person to address you on other than administrative matters. All communications with this board, other than those that are clearly administrative, must be in writing, given to each of you, and made part of the board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

f. To ensure impartiality, you may not visit or communicate with detailers, placement officers, community managers, or any applicant, immediately prior to or during the selection board. Communications of any kind or method with outside parties (i.e., other than board members, recorder, assistant recorders, board sponsors, and administrative support personnel) before, during, or after the board relating in any way to the selection board or its proceedings are prohibited. Questions concerning the propriety of any communications prior the board should be addressed to the board sponsors. Proceedings, deliberations, or recommendations of the selection board may not be disclosed unless expressly authorized or required by me or as outlined in paragraph 2.h.

g. Before the report of the selection board is signed by each board member, recorder, and assistant recorder, the recommendations may be disclosed only to members of the board, recorder, assistant recorders and those administrative support personnel I have designated in writing.

h. If at any time you believe that you cannot in good conscience perform your duties as a member of the board without prejudice or partiality, you have a duty to request relief by me from this duty. I will honor any such request. If a member, recorder, or assistant recorder believes that the integrity of the board's proceedings has been affected by improper influence of military or civilian authority, misconduct by the board president or a member, or any other reason, or believes someone

is exerting or attempting to exert inappropriate influence over the board or its proceedings, he or she has a duty to request from me or higher authority relief from the obligation not to disclose board proceedings and, upon receiving it, to report the basis for this belief.

3. Marital Status. Selection boards are prohibited from considering the marital status of an eligible applicant or the employment, education, or volunteer service of an eligible applicant's spouse.

4. Leadership of Diverse Organizations. Our differences give us the strength, courage, and creativity necessary to accomplish our mission in, and meaningfully contribute to, an ever-changing world. The ability to maintain current and future readiness requires that we understand our differences, and recognize the valuable contributions our differences make to the Department of the Navy and to our Nation. As we build the Navy of the 21st Century, we must be able to operate successfully, and with credibility, across our Nation and in a challenging multicultural world. When reviewing an officer's potential for the next higher grade, consider that the Navy benefits when the officer corps possesses a broad spectrum of experience, background, perspective, innovative talent, and a depth and breadth of vision, drawn from every facet of the society it serves and understanding of the world within which it operates. The Navy needs innovative and bold male and female leaders to lead, think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness. Today's Navy is composed of men and women representing dozens of different ethnic groups and literally hundreds of cultural heritages. Similarly, our allies, partners, and friends across the globe represent a broad range of experience, backgrounds, perceptions, and understandings - regionally, nationally, or through agreements. To be effective, the Navy officer corps must draw upon its rich diversity of experience, backgrounds, perspective, innovative talent, and depth and breadth of vision. You should give careful attention to selecting officers who possess these valuable attributes and have demonstrated the potential to lead large organizations in a complex world composed of men and women coming from widely varying backgrounds. The Navy's ability to meet this leadership challenge depends, in part, on having leaders for, and from, our entire Navy who reflect our very best, including performance, background, professional experience, education, and the spectrum of professional communities. These are factors for you to consider in selecting officers who are best and fully qualified for selection.

5. Area Tours. If an applicant's record contains multiple or consecutive tours in a particular geographic location it should not be viewed negatively, provided the applicant has progressed in billet complexity, professional development and leadership responsibility.

6. Adverse Information

a. Just as you must consider positive performance, you must consider incidents of misconduct and substandard performance documented in an applicant's official service record when determining those applicants who are best qualified for selection. Members must give careful consideration to each incident. For those eligible applicants who are recommended for selection and who have received disciplinary action, or whose privileged information record (Fiche 2E/EMPRS Field Code 38) contains matters relating to conduct or performance of duty, every board member shall review the information contained therein personally prior to the final board decision.

b. While the Navy is, and will remain, a Service of the highest standards and strict accountability, we do not embrace blind adherence to a zero-defect mentality. All of us have made mistakes in the past; the test is of the character and resilience of the individual and his or her ability to learn and grow from that experience. In selecting the best and fully qualified applicants to meet the future needs of our Navy, do not automatically discount any applicant who, except for a single incident, would otherwise be considered to be among the best qualified from those you consider fully qualified. Careful scrutiny of the adverse information at issue and the applicant's overall record is necessary to ensure the board recommends the applicants best and fully qualified for selection, and who satisfy the exemplary conduct requirements of section 5947 of title 10, U.S. Code.

APPENDIX - B

BEST AND FULLY QUALIFIED SELECTION STANDARD

1. **Fully qualified.** All applicants selected must be fully qualified; that is, each applicant recommended must be capable of performing the duties of a Limited Duty Officer or a Chief Warrant Officer. Applicants that do not meet that standard shall not be recommended for selection.

a. Applicants fully qualified for selection demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices, and resourcefulness in difficult and challenging assignments. Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, innovation, adherence to Navy and DoD ethical standards, physical fitness, and loyalty to the Navy core values.

b. The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified applicants must be capable of leading personnel from widely varying backgrounds and mentoring a diverse workforce while executing the Navy's strategic diversity initiatives. The Navy's ability to meet this leadership challenge depends, in part, on having leaders who reflect our very best, including performance, professional experience, education, and the spectrum of professional communities.

2. **Best Qualified.** Among the fully qualified applicants, you must recommend the best-qualified applicants within their respective competitive category. The following four core considerations should guide your recommendations. Members assigned to brief individual records are expected to use these considerations to guide their briefs' review and structure. Each board member is expected to apply this guidance when deliberating and voting. These considerations are:

a. **Proven and Sustained Performance**

(1) Proven and sustained superior performance in leadership positions, as well as in difficult and challenging joint and in-service assignments, is the ultimate test of fitness for selection. This is the number one factor that should guide your recommendations.

(2) When applying this factor you must consider that the future Navy and joint force leadership will comprise a mix of applicants that have excelled in both traditional career paths and alternate career paths. You must consider the critical competency/skill sets developed by applicants who have excelled in alternate career paths.

(3) Our dynamic Navy requires equal consideration to those who have served in non-traditional, combat-related, nation-building roles. Successful performance and leadership in combat conditions demonstrate exceptional potential and should be given special consideration.

(4) You should also consider for selection those applicants possessing the education, experience, mentoring ability and language skills that help improve the Navy's cultural awareness.

b. Individual Augmentee (IA)/Overseas Contingency Operations (OCO) (also known as GSA)/Irregular Warfare/Afghanistan-Pakistan Hands (APH) Program Assignment

(1) The board shall give favorable consideration to those applicants who have displayed superior performance while serving in IA/GSA/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy and, in particular, those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions that should be retained and used for future application. IA/GSA/APH assignments may not be typical of the applicant's traditional community career path, but are considered vital to the successful joint prosecution of OCO, Irregular Warfare, and the National Defense Strategy.

(2) Due to operational demands, IA/GSA/APH assignments may result in an applicant missing the opportunity to serve in a community-recognized milestone or career gate. Additionally, applicants may not be competitively ranked against other applicants of the same competitive category, and the applicant may be rated by a reporting senior unfamiliar with the applicant's occupational specialty and the Navy fitness report system. Therefore, special attention must be taken in reviewing these applicants' records.

c. Education/Personal and Professional Development

(1) You shall favorably consider professional military education, relevant higher education, and experience in specialized areas. Best and fully qualified applicants seek opportunities to improve performance by increasing their knowledge throughout their careers.

(2) Applying advanced education in subspecialty tours, and achieving specialized skills as reflected in Navy Enlisted Classification Codes (NECs) are significant career milestones.

d. Competency/Skill Information. Within the board's charter to recommend for selection those applicants who are best qualified among those fully qualified, the board shall give due consideration to demonstrated performance and expertise in these areas:

(1) **Anti-Terrorism and Force Protection.** The Navy's increasing focus on anti-terrorism and force protection (AT/FP) requires that the Navy retain applicants who possess an understanding of these specialized skills. Be particularly attentive to the records of those applicants who have demonstrated expertise in the areas of anti-terrorism and force protection. Experience may have been attained either afloat or while serving on major staffs or commands ashore. Evaluate the quality of performance in AT/FP assignments as having weight equal to that ordinarily given to other members of their respective communities who have followed more traditional career paths.

(2) **Language, Regional Expertise and Culture Experience.** Applicants who gain competence through assignments requiring foreign language, regional expertise and cultural knowledge provide the Department of Defense a unique combination of technical experience and operational leadership, and provide the Navy the capability to support future operational requirements. When selecting the best and fully qualified applicants to meet the needs of the Navy, you must view the quality of performance required of applicants who have served in or are serving in assignments requiring language, regional expertise and culture knowledge, many of which are critical.

(3) **Operational Analysis.** An increasingly complex and uncertain security environment requires Navy leadership that can quantitatively determine and articulate capability-based warfare and support structure needs including risk assessments of

various options. Such applicants should have demonstrated a proven capacity to produce independent operational analysis of military issues across the entire range of activity in support of Navy program decisions.

APPENDIX - C

EQUAL OPPORTUNITY AND DIVERSITY GUIDANCE

1. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, gender, or national origin. Discrimination on any of these bases is contrary to the Department's core values of honor, courage, and commitment. The Navy strives to maintain a professional working environment in which an individual's race, religion, color, gender, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine the officers who are "best and fully qualified," you must ensure that officers of every race, religion, color, gender, and national origin are given fair and equitable consideration.
2. Your evaluation of all officers must be fair and equitable. You should be particularly vigilant in your evaluation of records to take care that no officer's promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to assume the responsibilities of the next higher grade, including his or her ability to successfully lead a diverse organization, the overriding factor being performance of duties assigned.
3. The Navy benefits when we capitalize on the diverse experience, perspective, innovative spirit, background, and ideas in our ranks. Diversity is not founded on statistics, percentages, or quotas. Diversity is about achieving peak performance. Our Navy should draw upon the entire possible set of talents and backgrounds to maximize our warfighting capability, innovate to address new threats and challenges, and take advantage of emergent opportunities.
4. The Navy has assigned some officers outside of traditional career development patterns, e.g., institutional instructors, recruiting, diversity officers, and equal opportunity billets. These assignments, though greatly beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. Such assignment practices should not prejudice the selection of these men and women for promotion; to do so may deny the Navy the diversity of talent, background, and experience we should seek and which is necessary for sustained

success in our changing world. Successful performance of duties assigned is the key in measuring an officer's potential for promotion; duty performed well by men and women affected by such utilization policies or practices should be given weight equal to duty performed well by an officer not affected by such policies or practices.

5. This guidance shall not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, religion, color, gender, or national origin.

APPENDIX - D

BOARD REPORTS

1. The record of the board's proceedings shall be compiled by the recorder, assistant recorders, and administrative support personnel. The written report of the board shall be signed by the board president, the members, the recorder, and the assistant recorders. It shall contain the names of the applicants recommended for selection with appropriate selection statistics, as well as the following items:

a. All instructions, information, and guidance that were provided to the board, except information concerning particular applicants, which must be retained and transferred to the Chief of Naval Personnel.

b. Certification that:

(1) To the best of your knowledge, the board complied with all instructions contained in the precept and as appropriate, other letters of guidance or instruction provided by me;

(2) You were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board;

(3) You were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations;

(4) You were not party to or aware of any attempt at unauthorized communications;

(5) To the best of your knowledge, the board carefully considered the records of each applicant whose name was furnished to the board;

(6) The applicants recommended for selection are, in the opinion of the majority of the members of the board, fully qualified and best qualified for selection to meet the needs of the Navy among those applicants whose names were furnished to the board;

(7) The applicants recommended for selection, including those who had adverse information provided to the board, are in the opinion of the majority of the members of the board, fully qualified and among the best qualified to meet the needs of the Navy consistent with the requirements of exemplary conduct set forth in Section 5947 of title 10, U.S. Code, which states:

"All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge."

(8) You are aware that the names of the selectees will be released to the public after the board report is approved, and you know that you may not disclose the recommended selectees until the names are released to the public; and

(9) You understand that, except as authorized by me, you may never disclose the proceedings, discussions deliberations, or recommendations of the board to any person who is not a board member, recorder, or assistant recorder.

c. A list of applicants recommended for selection for designation as Limited Duty Officers or Chief Warrant Officers.

d. Precept.

2. The report shall be forwarded for approval to me via Commander, Navy Personnel Command.

APPENDIX - E

OATHS

1. The president of the board shall administer the following oath or affirmation to the recorder and assistant recorders:

"Do you, and each of you, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1) or higher authority, so help you God?"

2. The recorder or assistant recorders shall then administer the following oath or affirmation to the members of the board:

"Do you, and each of you, solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view both the special fitness of applicants and the efficiency of the naval service, and you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1) or higher authority, so help you God?"

3. The recorder or assistant recorders shall then administer the following oath or affirmation to administrative support personnel:

"Do you, and each of you, solemnly swear (or affirm) that you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1) or higher authority, so help you God?"